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THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

National Intelligence Officers

8 August 1977

MEMORANDUM FOR: See Distribution

SUBJECT : FOCUS Review -- [REDACTED]

1. A review of [REDACTED] will be undertaken during the month of August 1977 within the framework of the FOCUS Review Program established by the Director of Central Intelligence Human Resources Committee. For your background, I am attaching a paper describing the FOCUS procedures and an outline showing the format and content of a FOCUS report.

2. Part I of the FOCUS Review consists of a description of US policy and issues [REDACTED]. This will be sent to you for your perusal within the next two weeks.

3. On 31 August 1977 I will chair a Reporting Assessment Seminar in Room 7E62 at CIA Headquarters beginning at 1015 hours. The discussion at this seminar will be a basis for my Reporting Assessment, Part II of FOCUS [REDACTED]. It is important that participants in the seminar be officials directly concerned with the collection and analysis of information from the mission [REDACTED] and, at least as important, those who use the intelligence to formulate and implement US policy [REDACTED]. You are invited to select participants to the seminar who can make the most knowledgeable and constructive contribution to the discussion.

4. The Reporting Assessment will cover the two-year period beginning [REDACTED]. In consultation with officials at the Departments of State, Treasury, Defense, and the National Security Council, I have identified the following topics for assessment in the seminar:

- a. [REDACTED] arms purchases from the USSR and other countries;
- b. deployment of weapons and military units [REDACTED];
- c. economic deterioration [REDACTED].

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Automatic declassification on
Date Indefinite to Determine

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d. [REDACTED] foreign relations and trade with countries of Latin America, Western Europe, and the USSR;

e. political dynamics in [REDACTED]

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f. [REDACTED] attitudes toward the United States.

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[REDACTED]

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5. Those who are to participate in the Reporting Assessment Seminar are requested to review reporting from all human sources on the above topics and be prepared to identify those areas where intelligence has served them well (or badly). Outstanding reports should be cited and intelligence gaps revealed. Participants' views on priority national intelligence needs for the future should be expressed, as these will contribute to the preparation of Part III of the FOCUS [REDACTED]

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6. Please call [REDACTED] on [REDACTED] with the names of you who plan to attend the seminar, together with the names of others you think should participate in the discussion. [REDACTED] must have these names by noon on 30 August 1977 in order to arrange for Conference Badges for those attending the seminar.

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[REDACTED]

Acting National Intelligence Officer
for Latin America

Attachments: (3)

1. FOCUS Review Program - 19 May 1977
2. Report Format and Content
3. FOCUS Procedures

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SUBJECT: FOCUS Review -- [REDACTED]

Distribution:

Mr. Hunter L. Estep - State
Mr. Louis E. Misback - State
Mr. Richard Long - State
Mr. Walt Hayden - State
Mr. Alexander S. C. Fuller - State
Ms. Janet Chris - State
Maj. Gen. Richard E. Cavazos - OSD/ISA
Mr. David W. Quant - OSD/ISA

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[REDACTED]

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[REDACTED]

Mr. J. Foster Collins - Treasury
Mr. Arthur W. Long - Treasury
Mr. Everett Burlando - AF
Capt. William Muller - AF
Mr. Robert Pastor - NSC
Lt. Col. Robert E. Blake - Army
Mr. Hugh Watson - Army
Cdr. S. M. Dore - Navy

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[REDACTED]

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[REDACTED]

Mr. David Laux - Commerce

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19 May 1977

FOCUS Procedures

FOCUS Review Program

FOCUS is an interagency program which reviews the reporting by human resource elements of the Intelligence Community and other Departments and Agencies affiliated with U.S. diplomatic missions abroad. The FOCUS Review Program is conducted by the Director of Central Intelligence Human Resources Committee.

I. PURPOSE

The FOCUS Review Program is designed to enhance the effective management, coordination, and utilization of reporting programs in both the field and at the Washington level. The Program (a) assesses the adequacy, timeliness, and responsiveness to national intelligence needs in support of national policy goals of the reporting from selected U.S. Missions abroad; and (b) provides Chiefs of Mission with timely, concise, and agreed Statements of Priority National Intelligence Needs.

II. PROCEDURES

The Chairman of the Human Resources Committee is responsible for the conduct of the FOCUS Review Program. The Chairman consults closely with the members of the Human Resources Committee and the Deputy to the Director of Central Intelligence for National Intelligence in the planning and conduct of the FOCUS Program. The Chairman, Human Resources Committee, is assisted by the Intelligence Community Staff and Subcommittees of the Human Resources Committee in the FOCUS Program. Specific procedures are provided at Attachment B.

III. THE FOCUS REVIEW FORMAT AND CONTENT

The FOCUS Review consists of an Introduction by the Chairman of the Human Resources Committee and four parts (Attachment A). The Chairman submits the Review to the Director of Central Intelligence for his approval and transmittal to the Chief of Mission concerned through State Department channels.

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Part IV: The Action Review is a consensus paper prepared by the HRC which describes actions taken or proposed to resolve management and other problems which arise during the course of the FOCUS Review. It will be completed within fifteen days following receipt of the Reporting Assessment and will incorporate the sense of written comments provided by participating agencies in advance of the Action Review meeting.

4. The completed FOCUS Review is forwarded to the Director of Central Intelligence through the Deputy to the Director of Central Intelligence for the Intelligence Community. Following his approval and transmittal to the field, the FOCUS Review is sent to NFIB for noting or comment and to the member agencies of the Intelligence Community. The FOCUS report together with additional information of interest to other DCI committees developed during the Review is provided to the Chairmen of these committees.

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Report Format and Content

1. The FOCUS Review consists of an Introduction and the following four parts:

Part I	<u>U.S. Policy Goals and Issues</u>
Part II	<u>Reporting Assessment</u>
Part III	<u>Statement of Priority National Intelligence Needs</u>
Part IV	<u>Action Review</u>

2. U.S. Policy Goals and Issues (Part I):

Part I is a brief statement of key policy goals and issues in U.S. relations with the subject country as enunciated in the most recent interagency policy paper. It is prepared by the National Intelligence Officer (NIO) concerned following personal discussions with senior policy officials of State, DoD, Treasury, and the NSC Staff. Part I provides the overall framework and specific issues-oriented terms of reference for the entire FOCUS Review. It will be made available to the participants of the Reporting Assessment Seminar in advance of the meeting. Mission reporting is assessed for its quality, timeliness and responsiveness to national intelligence in support of these policy goals and issues. Parts I and II provide the parameters for the Statement of Priority National Intelligence Needs contained in Part III.

3. Reporting Assessment (Part II):

This paper assesses Mission reporting for its quality, timeliness and responsiveness to national intelligence in support of U.S. policy goals and issues. A Reporting Assessment Seminar chaired by the appropriate National Intelligence Officer (NIO) is held to elicit interagency views on Mission reporting. Based upon a list provided by the NIO, invitations to attend the seminar are extended to members of the Intelligence Community and other interested agencies in the Foreign Affairs Community by the HRC Secretariat. The Human Resources Committee Secretariat prepares an initial draft Reporting Assessment which reflects the views expressed during the seminar. This draft is provided to the NIO for final development by him. While the

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Reporting Assessment is issued over his signature and is not a consensus paper, he will circulate a draft for comment and will provide for the expression of dissenting views. The Assessment covers the main reporting categories -- political, economic, military, and science and technology as they derive from the Review's terms of reference. It identifies both reporting strengths and weaknesses of the Mission, as well as duplication and reporting gaps, and addresses the balance between various kinds of reporting, e.g., overt and clandestine. Collection guidance is treated in the Statement of Priority National Intelligence Needs (Part III).

4. Statement of Priority National Intelligence Needs (Part III):

The Statement of Priority National Intelligence Needs flows directly from Parts I and II and the parameters established in the Review's terms of reference. Part III is an interagency consensus statement which is prepared by the Human Resources Committee in close consultation with the NIO. The Statement is intended to be concise and to present the needs in order of priority for the country concerned. The statement should be considered in the light of other national priorities. More detailed guidance, if required, may be sent through departmental and agency channels.

5. Action Review (Part IV):

Part IV summarizes both action being taken and recommendations for further Community, Departmental and Agency action to deal with coordination and management problems and opportunities identified during the course of the FOCUS Review. It also provides a vehicle in which Departments and Agencies may express views which are in disagreement with the judgments contained in the Review. The Action Review is prepared by the Human Resources Committee and is a consensus paper.

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FOCUS Procedures

1. The Human Resources Committee develops an annual schedule of FOCUS Reviews in coordination with components of the Intelligence Community. The Committee consults with the Deputy to the Director of Central Intelligence for National Intelligence in drawing up this schedule and sends it to the National Foreign Intelligence Board (NFIB) for noting or comment.

2. The Chairman, Human Resources Committee, notifies the Chief of Mission concerned by letter sent through State Department channels prior to the beginning of each FOCUS Review. In his letter, the Chairman requests the support and participation of the Chief of Mission and solicits his views on reporting priorities, special reporting problems and opportunities, and the usefulness of existing reporting guidance. A similar communication may be sent to the appropriate Unified Commander.

3. A staff officer (normally HRC/HRD) has responsibility for providing full staff and administrative support needed for the conduct of each FOCUS Review. He will work in close consultation with members of the Human Resources Committee, the National Intelligence Officer, and other officials of the Intelligence and Foreign Affairs Communities in the following areas:

Part I: Scheduling appointments, preparing memoranda of conversations, and disseminating Part I: U.S. Policy Goals and Issues.

Part II: Scheduling and organizing assessment seminars, recording discussions and providing an initial draft of Part II for the NIO. (The FOCUS staff officer will provide a draft document to the NIO within three working days of the seminar. The NIO will circulate a draft for comment and will provide for the expression of dissenting views. He will provide the final Part II Reporting Assessment to the Chairman, HRC, within ten working days.)

Part III: The Statement of Priority National Intelligence Needs will be prepared by the HRC in close consultation with the NIO. It is an interagency consensus statement. Part III will be completed within fifteen working days following receipt of the Reporting Assessment.

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SUBJECT: FOCUS Review -- [REDACTED]

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Focus Review - -

Mr. Hunter L. Estep
INR/RAR/OD
Rm. 7533 State Dept.

Mr. Louis E. Misback
INR/RAA
Rm. 7637 State Dept.

Mr. Richard Long
INR/OIL
8732 State Dept.

Mr. Walt Hayden
INR/OIL
8732 State Dept.

Mr. Alexander S. C. Fuller
ARA/AND/P
5908 State Dept.

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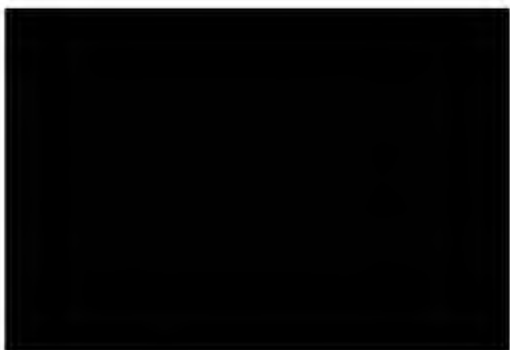
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Mr. J. Foster Collins
Deputy for NFIB & Special Support
Office of Natl Security
Rm. 4328 Main Treasury

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Mr. Arthur W. Long
Office of National Security
Rm. 4324 Main Treasury



Mr. Robert Pastor
NSC Staff
Rm. 398 Executive Office Bldg.

Lt. Col. Robert E. Blake
DAMI-FII
Rm. 2D485 Pentagon

Mr. Hugh Watson
Director of Army/HUMINT Division
ACSI
Rm. 2D460 Pentagon

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Cdr. S. M. Dore
Dept. of Navy
Rm. 1232 Hoffman Bldg.



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Mr. David Laux
Rm. 3520 Commerce Dept.

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